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Sealift

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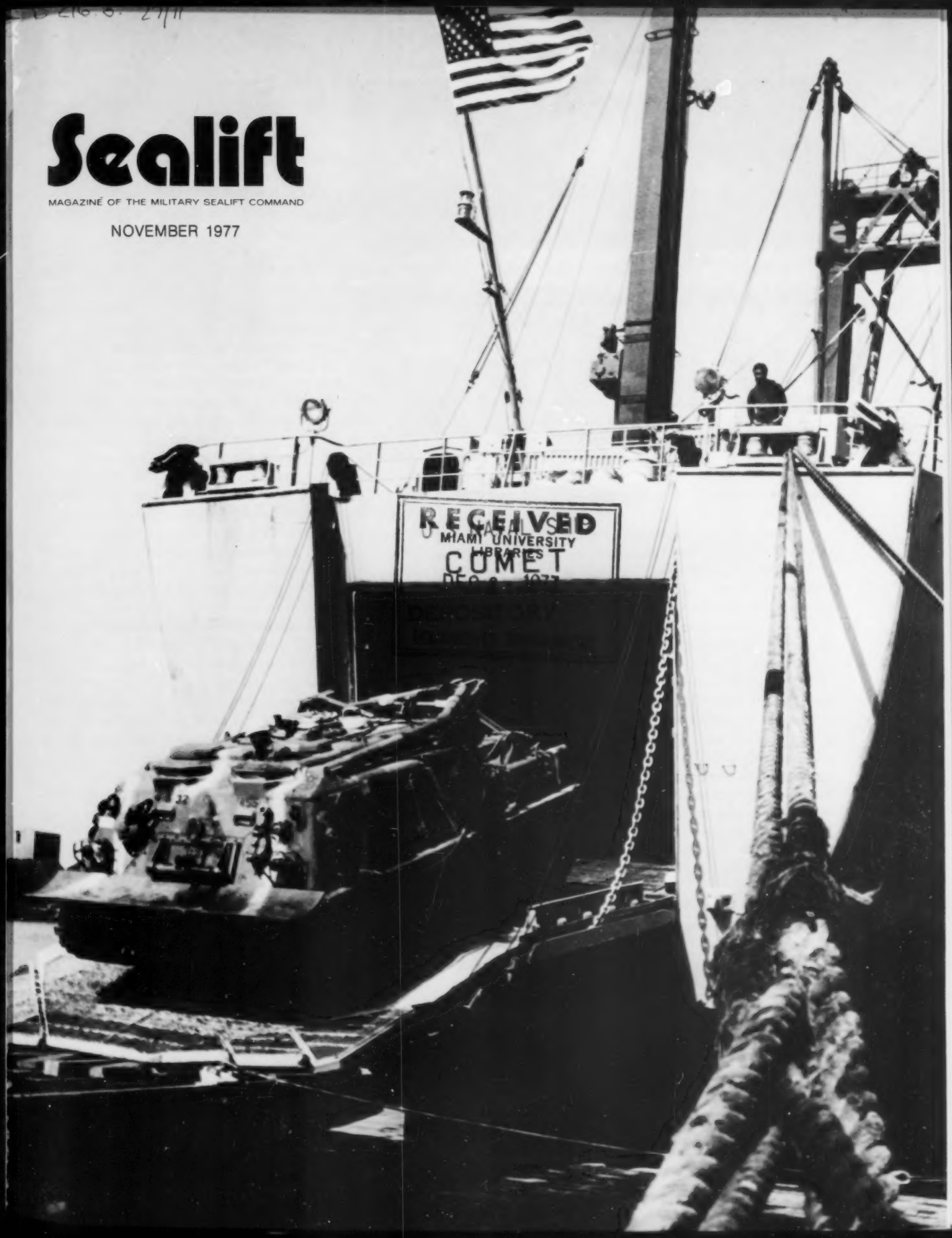

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Plan for Change

We generally tend to think of change as something dramatic, for example the invention of the wheel, completion of the transcontinental railroad, development of the jet aircraft or man's landing on the moon. But, change also can creep up on us not with a "giant stride forward for mankind" but as unnoticed as the sound of a cat's footsteps.

Dramatic breakthroughs have a significant impact on our lives, but so do less conspicuous changes which take place over a period of time. Gradual change poses problems for both workers and managers for its affects may not be noticed until the cumulative impact requires some sort of managerial action. Even then, the manager may have trouble identifying the root of the problem and mistakenly act to "cure" the symptoms.

For example, low morale of a work force is not in itself the problem. The cause of low morale is the basic element of the problem, and its symptoms will not be overcome until the cause has been identified and appropriate action taken. Thus, just as the doctor recommends routine physical exams to determine if the human body is functioning properly, effective management must periodically analyze the organizational body.

An effective check of organizational health can help prevent the development of problems. In the long run, that can have a great impact on employee relations and overall productivity. Preventive management, like preventive medicine, leaves no surgical scars.

That is a primary reason why I recently directed that ad hoc committees be formed to study two major areas, civilian personnel and fleet support. Both committees include representatives of my own headquarters staff and those of the commanders of MSC, Pacific and MSC, Atlantic. Both committees have been charged with reviewing past practices and the current situation, and with identification of trends which may impact on MSC employees or operations in the future. Recommendations they make will be discussed in a conference of MSC commanders to be held in February.

Some of the trends in the personnel field that I believe we should analyze and discuss include limitations on pay, whether or not there is a need for special pay for duty aboard certain types of ships, habitability, training and career development opportunity, the long-term maritime labor situation, union-management relationships and length of voyage requirements for Civil Service mariners. That is only a partial list.

In the fleet support area, I am particularly concerned about the need for a functional team approach in our future management efforts. We have done a tremendous job in the past, converting old ships for civilian manning, establishing the size and composition of crews able to fulfill demanding requirements at the lowest possible cost, training people to perform new tasks, and carrying out highly productive operations that have earned the respect of our uniformed Navy associates.

But, as we are assigned new ships and new fleet support tasks, as it appears we may be, we in MSC need to integrate ourselves into the planning functions at an early point, preferably in the ship design stage. That will allow us to use our considerable experience and expertise in making certain that living quarters and working environments are compatible with civilian manning.

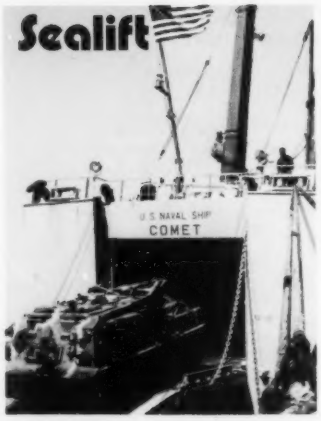
We also must make certain that MSC planning for operation of new type fleet support ships incorporates pertinent command functions, engineering, supply, personnel and communications, as well as operations. Area command staffs and shipboard personnel also should have adequate opportunity to make an input in future planning and the formulation of a complete fleet support management system.

Obviously, a committee is not the ideal vehicle for the development of concepts or making necessary decisions—a fact illustrated by the old bromide that a camel is a committee design of a horse. A committee can, however, serve as a focal point for the accumulation of data, analysis of that data, and recommendations that can be used to make necessary decisions. It is a means of involving experienced people who also can draw on the experience of their associates.

No one knows better than the man on the job how changes in work rules, in organization, in pay practices and in many other areas impact on his ability to do the job—and that is what we are striving to harness, individual experience and ideas.

Change is not the inevitable result of someone else's decisions. It is something we can bring about, and we can do it best if we anticipate, plan and implement progressive measures based on sound judgment and a thoroughly rational approach to management of our overall organization.

Commander, Military Sealift Command



COVER: An Army tank rumbles down the stern ramp of the Comet at Ghent. See story on page 4.

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Sealift

MAGAZINE OF THE MILITARY SEALIFT COMMAND

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Features:

MSC Ships in NATO Convoy

Two ships carrying military equipment zigzag across the Atlantic under wartime conditions.

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MSC in Europe

MSC, Eastern Atlantic and Mediterranean employees are responsible for military sealift in an area of 20 million square miles.

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Capt. Thomas G. Kiefaber

Captain Kiefaber sees containerization as the most notable change in cargo operations in more than 10 years.

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MSC Ships Sail In NATO Convoy

By Louis R. Granger

Photo by PH1 Jon Sagester

Trucks are driven off the stern ramp of Comet at Ghent, Belgium.

The convoy had crossed the Atlantic unscathed although there were eight days of submarine attacks. The English Channel was a quiet passage and the Allied convoy had formed up in single file to pass through a mine field at the approach to the North Sea.

After two hours at reduced speed, allowing the minesweepers to perform their protective tasks, the expected came.

German fighters screamed out of the gray sky. In a strafing attack the master and naval liaison officer on one of the two U.S.-flag merchant ships were killed and the foredeck was on fire. A Dutch destroyer was hit and apparently out of control.

But, the master and naval officer were not really dead. The action described did not take place 35 years ago when Allied merchant ships suffered effective blows of U-boats and the German Luftwaffe. This was the summer of 1977.

The "dead" men were Capt. Sven Rydberg, of Southampton, N.Y., master of the roll-on, roll-off United States Naval Ship Comet, and Naval Reserve Cmdr. Charles E. Hoffman, one of two Naval Reservists to serve as liaison officer in a simulated wartime NATO convoy sailing between the United States and Europe.

It was the first time since 1964 that naval and merchant ships of NATO countries massed to form a convoy for wartime training.

Hoffman, a marine transportation specialist who works in the tanker division of MSC headquarters in Washington, D.C., also

is executive officer of a Naval Reserve unit, Naval Control of Shipping Organization Miami-Belgium Unit 206, Washington, D.C. In the event of a mobilization, its reservists would aid in organizing and controlling U.S. merchant shipping by establishing an office in Miami and maintaining liaison with other naval control of shipping offices in Northern Europe.

The Comet and another roll-on, roll-off ship William M. Callaghan, under charter to MSC and operated by American Export Lines for the Navy command, made up the merchant portion of the convoy. Master of the Callaghan is George Miller, of Jupiter, Fla.

The two cargo ships were transporting Army equipment to Europe as part of the annual NATO military exercise Reforger, an acronym meaning the Redeployment of Forces to Germany.

Reforger is an exercise in which military troops are airlifted to Europe while their equipment is moved by sea. In Europe, the troops take part in a series of NATO field exercises before returning to the United States.

Nearly 12,500 Army troops of the 1st Infantry Division, Fort Riley, Kan., the 4th Mechanized Infantry Division, Fort Carson, Colo. and other Army units and some equipment were airlifted to Europe by Air Force's Military Airlift Command during Reforger '77.

Movement of the bulk of the military equipment to air and sea embarkation points was the responsibility of Military Traffic Management Command.

The Navy's Military Sealift Command has responsibility for sealift of supplies and equipment—a mission it fulfills by use of its own small organic fleet and by relying on the U.S. Merchant Marine for both peacetime and wartime augmentation. USNS Comet is a Civil Service manned government-owned ship while Callaghan is privately owned and is manned by crewmen who work directly for the ship owners. Both ships are MSC controlled.

Aboard the Callaghan as liaison officer was Naval Reservist Cmdr. Jerome K. Tankel, commanding officer of Convoy Commodore Spain-Guantanamo Unit 206, Alexandria, Va.

Two other Naval Reservists aboard the ships were Signalman First Class Robert J. Hammond and Signalman Second Class Lester J. Hicks, both of Convoy Commodore Unit 206. Commodore units during mobilization would sail aboard convoy command ships.

Comet and Callaghan sailed at dawn August 16 from the Military Ocean Terminal, Bayonne, N.J., staging area for the equipment that went by sea. The ships rendezvoused with two U.S. destroyers and a Canadian helicopter destroyer after reaching open sea.

Keeping to a predetermined zigzag convoy route the ships headed north toward the Great Circle route off Newfoundland. Daily antisubmarine warfare flights were conducted by U.S. and Canadian patrol planes.

Commanders Hoffman and Tankel assisted the civilian ship masters in interpreting NATO communications and tactics, and were in voice radio contact with the Allied ships.

While the convoy was zigzagging in the Western Atlantic, the "enemy" was the nuclear submarine USS Skate which signaled the convoy with smoke after each attack against the cargo ships.

After four days the U.S. and Canadian escorts departed and the Comet and Callaghan sailed the Great Circle track for Northern Europe. Approximately 300 miles off the British Isles three Netherlands destroyers joined the ships as escorts and began another

Photo by PH1 Jon Sagester

Army tanks unloaded from Comet will head for Germany and NATO maneuvers.

Photo by PH1 Jon Sagester

Helicopters also were part of the military hardware Comet transported to Europe.

zigzag course for the English Channel.

The Dutch Navy provided two diesel submarines to oppose the convoy and two additional destroyers to act as an "enemy" surface attack group.

Antisubmarine warfare patrol planes from the Netherlands and Germany protected the convoy from the subs, and a surface warfare group "fought" the destroyers on the horizon far from the convoy.

Modern naval tactics call for escorts to try and detect enemy submarines as far from the convoy as possible.

After transiting the English Channel the convoy rendezvoused with Dutch minesweepers and passed through a simulated mine field on August 30.

Before clearing the mine field the ships came under air attack by German F-104 jet fighters.

"That was something to see," commented Hoffman. "The second one went by the bridge wing so close I could look down into the cockpit. The bridge wing is 45 feet above the water. He was going like the hammer of hell.

"This was a good time to attack because we were in a mine field and couldn't maneuver and we were slowed from 18 knots to eight.

"The Dutch task force commander did such a tremendous job in bringing the attack forces together that I called the tactical command officer and reported the master and liaison officer (Hoffman) were killed, the helmsman was wounded and the foredeck was on fire," he said.

One of the escort ships also simulated damage and pulled out of line billowing smoke to lend more realism to the training.

An additional touch of realism was introduced by actual engineering casualties aboard the Comet. Boiler problems on three different occasions forced reduced speed from 18 to 13 knots.

Comet and one escort had to drop back from the main group. During wartime that would make them more vulnerable to enemy attack.

Once past the mine field the Comet and Callaghan were released from the Convoy and sailed to Ghent and Amsterdam respectively.

During the time the cargo ships were being protected by the destroyers, the escorts sailed a figure eight pattern called Vector Search, a standard antisubmarine warfare pattern.

The voice radio used by Hoffman and Tankel were not used on merchant ships during World War II. At that time signalmen aboard convoy ships used flags and lights to send messages. Since then shipping companies that subscribe to the International Telecommunication Union, of Geneva have put VHF voice radios aboard their ships.

There are decided differences in threats to wartime convoys between the Western and Eastern Atlantic areas, explained Hoffman.

In the Western Atlantic, off the east coasts of the United States and Canada, the major threat is nuclear submarines. Because of the long distances between Allied shipping and enemy bases in Europe there is less of an air threat and "we probably could sink anything on the surface before it becomes a threat."

Nuclear submarines unlike older diesel-powered boats can remain submerged and have greater staying power, he said.

In the Eastern Atlantic, however, aircraft, surface ships and submarines all are major threats to convoys. Both diesel and nuclear submarines could be employed. Mine fields such as that simulated at the approach to the North Sea also would hinder convoy movements.

Commenting on the value of realistic convoy training, Hoffman noted that if the United States were engaged in a major conflict without warning "it could be a nightmare to educate ship masters in how to form convoys. I doubt that very few masters now sailing have had wartime convoy experience.

"This training provides a nucleus of trained officers, many of whom will be ship masters in the years to come," Hoffman said.

He added that both he and Tankel gained greater appreciation of convoy problems and tasks and will pass their experience on to Naval

Reservists who would be called on to perform convoy duties in an emergency.

"Having to maneuver in close quarters is completely contrary to normal merchant shipping practice. Ships are all around and you have to be alert at all times. Ship officers must know the tactics and signals, must understand the orders and pass them on correctly to the helmsman. Things can get pretty hairy when there are 60 ships in convoy and two guys who didn't get their signals right make the wrong moves," Hoffman said.

Capt. Thomas H. McGlaughlin, chief staff officer at MSC, Atlantic, who was one of the hosts at a pre-sail conference at Bayonne, said the "responsibility for organizing a convoy which actually sails is the best kind of training, and the success of the Reforger '77 convoy is the proof of the abilities of the Naval Control of Shipping Organization."

Reforger '77 ended in early October and Army equipment was returned to the United States by Callaghan and SS Washington, a former Seatrain Lines ship taken out of the National Defense Reserve Fleet Ready Reserve Force for use in Reforger.

Scheduled to be used for the initial lift, which involved sealift of 37,000 measurement tons of equipment, the Washington was removed from the early part of the exercise when during trials the ship was found to have material deficiencies.

Washington was built in 1944 to carry loaded railroad freight cars. It was converted in 1967 for use as a partial container ship. The ship was taken out of service in 1972, turned over to the Maritime Administration and placed in the National Defense Reserve Fleet. After upgrading it was placed in the Ready Reserve Force in December 1976.

Because of the uncertainties in using the Washington after being laid up in the reserve fleet for five years, MSC had decided to have a standby ship, the Comet, ready to replace the Washington in case of problems.

Comet also was the standby ship for the second sealift leg of Reforger.

The Washington returned the equipment to Beaumont, Texas and was placed in the Ready Reserve Force anchorage there.

Six other ships are in the ready reserve anchorage at James River, Va. The Navy-Maritime Administration sponsored force will eventually consist of enough ships to provide 340,000 measurement tons of sealift capability. The ships could be made ready to sail within 10 days. This lift capability would equal that of 30 Victory ships although the Ready Reserve Force will have a mix of more modern vessels.

Captain McGlaughlin noted that the deficiencies with the Washington "will provide additional insight into the material condition of the NDRF ships and improved guidelines for future activations."

Reforger '77 was a success. Gen. John Kroesen, commander-in-chief of the U.S. Readiness Force, noted that when he said: "The professional planning, coordination and timely execution of the deployment of Army and Air Force units to support exercise Reforger '77 have demonstrated our readiness and the capability of strategic mobility forces to reinforce NATO.

"The deployment phase clearly reflects the excellent working relationships that exist between the combat forces and the transportation operating agencies."

And a final kudo came from the commander of the Netherlands destroyer squadron. In a message to the masters and crews of the Comet and Callaghan, he said, "Enjoyed sweeping the seas for you. Why not bring 20 convoy ships next time. When they all act as professional as you did, it will be a pleasure." ⚓

Charles Hoffman checks the status board in the tanker division at MSC headquarters, Washington.

Photo by Russ Egnor

MSC in Europe

Story and Photos by JO1 Chris Christensen

Cmdr. Frederick Brady Jr.

This is the third of a series of four articles highlighting the MSC area commands and the people who fulfill organizational missions.

The first, on Atlantic area command, appeared in the March 1977 issue of Sealift and another on the Pacific area command was carried in May.

Primary purpose of the articles is to recognize the work and achievements of persons who conduct the worldwide operations of MSC. Space restricts mentioning every person or element within each area command but the relatively few who are named are representative of their co-workers.

Military Sealift Command, Eastern Atlantic and Mediterranean is tasked with moving Defense Department cargo to and from Europe. The 71 employees of the MSC area command book cargo, contract for necessary services and in general, insure the rapid point-to-point delivery of Defense Department sea cargo.

Chief Staff Officer Cmdr. Frederick L. Brady, Jr. helps direct a sea transportation organization that supports more than 500,000 Americans in Europe.

In 1944, when he entered the Navy, Commander Brady was 17 years old and served as an air crewman. In 1955 he attended officers candidate school, earned his commission and served aboard various destroyers and cruisers before he became a military logistician and transportation manager.

Sitting in an office decorated with model ships he had built, Commander Brady noted some of the lessons he had learned from his experiences. "When I was in operations, I dealt with contractors, commercial carriers and port personnel. It was an intriguing position. As chief staff officer, however, I don't delve into the operational nuts and bolts anymore," he said.

"I feel that people in upper management positions often do more harm than good in trying to personally guide less experienced members of a staff," Commander Brady said.

"More often than not a manager ends up frustrating the efforts of staff members with his well meaning intrusions. I find that I can best help by staying out of their day-to-day affairs and by offering my help when it is needed. We all learn from experience.

"In each cycle of our contracting we have become more and more professional, both in terms of results and in the way we do business with carriers. As far as the contracting business goes everyone has to more or less crawl before he can walk. A lot of the contracting pit-

falls we encountered in Vietnam taught us valuable lessons which we have passed on to others.

"Because of that, people without prior experience in MSC operations don't make the same mistakes we did," he added.

In direct control of all administrative and personnel functions is Lt. Cmdr. Kathleen M. O'Brien, assistant chief of staff. Commander O'Brien entered the Navy in June 1966 and attended the Women Officers School in Newport, R.I. After a tour with the Atlantic Intelligence Center in Norfolk, Va. and two years in Japan, she returned to Rhode Island as an instructor at the officers school. She served as an analyst with naval intelligence before receiving her present assignment.

"We handle all administrative and personnel work for our staff personnel and for any Navy liaison people in the area," she said. "I also supervise administrative functions for our Rotterdam, London and Mediterranean staffs and handle administrative support tasks for two Navy students in German colleges.

"Travel is one of the things I enjoy," she said. "I've been to the Far East and I traveled quite a bit there. Now I am enjoying visits to various ports of Europe."

Commander O'Brien is assisted by three enlisted personnel and one civilian.

The operations department is headed by Cmdr. Howard D. Dunlap. Commander Dunlap has been with MSC for more than four years. Before his Bremerhaven assignment this summer, he was director of the administrative division at MSC headquarters in Washington.

Lt. Cmdr. Kathleen O'Brien

Commander Dunlap is familiar with the European military operations. He spent four years with Supreme Allied Command, two years on the staff of Service Force, Sixth Fleet, and three years with naval forces in Heidelberg earlier in his career.

With him in Bremerhaven are his German-born wife and 8-year-old son. The Dunlap's also have a daughter in college in Virginia.

Assisting Commander Dunlap is Tetsu Yamato, deputy chief of staff for operations, plans and cargo. Yamato has been with MSC for 20 years, spending 15 years in the Far East, and the last five years in Germany.

"My job is very interesting in that I never have the same old routine," said Yamato. The problems that arise are always different, which keeps us on our toes. Most deal with container backlogs, ship delays in certain ports and the mechanical breakdowns that are bound to occur," he added.

"We work with dry cargo ships, container ships that carry cargo under MSC contract, special project ships and tankers. Our responsibilities consist mainly of operational control of the ships as they enter our area. Although tanker schedules are developed in Washington, we monitor the ships to ensure they don't run into any delays," he added.

Originally from Hawaii, Yamato is an ex-Army man who saw active service World War II. Since arriving in Germany, he has become interested in clock collecting and travels around in pursuit of new additions for his collections. He has a son on an Army ROTC scholarship at the University of California at Los Angeles and a daughter living in Los Angeles. His wife is with him in Bremerhaven.

Lt. Cmdr. Bernard J. Reynolds is director of the cargo division. "All Department of Defense cargo coming out of northern Europe is booked through this office and assigned to various ships," he said. "The most complicated aspect of our job is dealing with foreign flag and U.S. agents. If we can't find a U.S.-flag ship to deliver our cargo, we deal with foreign-flag operators to obtain the best possible rate," he said. "This is something they normally don't do in MSC, Atlantic or MSC, Pacific.

Commander Reynolds entered the Navy in 1945 as an enlisted man. Twelve years later he was commissioned as a limited duty officer. He served as chief engineer on three ships and executive officer on another. In between sea duty, he served with MSC in Yokohama from 1966 to 1968 and in Washington from 1973 to 1976. He has been in Europe since April 1976.

"I think the container system is very sophisticated and very well organized," said Commander Reynolds. "You can track the boxes from the time they leave the states until they reach their final destination.

"I like MSC because I have a feeling of responsibility," Commander Reynolds said. "I do my job and I

am responsible for what I do. I am expected to operate with very little guidance. I get strong personal satisfaction in being able to do that," he added.

Working with Commander Reynolds in the Cargo Division are 10 other specialists, including Lt. (j.g.) Carol Jori, deputy director of cargo. She deals primarily with commercial carriers. She was assigned to her present post in early 1977 after an initial Navy tour in Guam. "I enjoy the challenging problems which are part of our daily routine."

Lieutenant Jori also has managed to travel in the short time she has been at Bremerhaven with trips to southern Germany as well as London. She recently settled into an apartment on the German economy, having spent the first six months living in Army officers quarters.

Ship or cargo delays, inaccurate cargo prestowing and contract disputes can cost the Navy thousands of dollars in extra charges. Alexander A. Preston, transportation specialist, is responsible for minimizing such problems.

"My responsibilities entail booking cargo, prestowing the ships, supervising the loading, making fire and damage reports, chartering ships and checking dangerous cargoes," said Preston. "It costs $14,000 or more a day to charter a ship," he said. "So we don't want it delayed in port and we wouldn't send it on its way with only a partial load. Either way we would be wasting the taxpayer's money.

"We also risk wasting money by overestimating the load capacity of the ship. We could end up with several hundred tons of surplus cargo on the deck and then have to ship the cargo back to its place of origin. That would involve a lot of money in transportation fees and new contracts," he said.

Born in Athens, Greece Preston became an American citizen in 1950. While at sea as a young man during World War II, his ship was torpedoed and sunk. He was rescued by an American destroyer and brought to the United States where he stayed. He has been with MSC for 26 years, beginning as a mariner and later transferring to Norfolk, Va., where he stayed for 12 years. He has been in Europe for 13 years.

One of the less conspicuous but essential elements of the command is the communications department, headed by Ens. Stephen Bast. He and three enlisted personnel process all incoming and outgoing messages.

In addition to his communications duties, Ensign Bast is the Naval Control of Shipping officer. In a war, he would be attached to the German Navy as Naval Control of Shipping and liaison officer.

"I enjoy paperwork," said Ensign Bast, "and I get plenty of it here."

Ensign Bast has been in the Navy for two years. He served on a minesweeper for a year before receiving his present assignment. He also enjoys traveling.

Deputy Comptroller John Merna provides support for the MSC comptroller in Washington who pays the cost of moving ships in and out of the command area of responsibility. Merna pays the bills for contracting cargo ships and inland transportation fees and buys fuel for naval aircraft.

"I've only been here a short time but it's obvious there's a big job to be done here, and I get a lot of satisfaction from doing that job," Merna said. "Services have to be performed and the people have to be paid for their services. This command has an excellent reputation

Lt. Cmdr. Bernard Reynolds

Lt. (j.g.) Carol Jori

John Merna

Werner Beck

and relationship with international companies," he said.

"It is easy to sit in an office and pay bills and not really realize where all the money is going. But one only has to visit the docks and see the household goods and privately-owned vehicles being loaded aboard ships to realize that Bremerhaven is on the itinerary of almost every serviceman who passes through Germany."

Merna has been living in Europe for nearly three years having recently transferred from the European Command staff in Stuttgart. With him in Bremerhaven are his wife and three youngest children. Two other children live in the United States.

Ens. Stephen Bast

One problem in paying bills is collecting the invoices for each account. The woman whose job it is to catalog invoices and speed the paperwork through channels is Miss Ursula Pethke, a German supervisory transportation assistant.

"We don't just automatically pay a bill when we receive an invoice," said Miss Pethke. "All invoices must be verified for services received. Sometimes payment is delayed because the documents are scattered around Europe, but we normally manage to get our accounts paid very quickly," she said.

"Much of our work involves corresponding with companies who have had few dealings with the military," she said. "In those instances we must often explain our way of doing business.

Miss Pethke has been with the Navy since 1947, starting with the financial records section of the Navy Advance Base. She joined MSC in November 1956. She lives with her mother and sister in Bremerhaven.

For any Navy facility to function properly there must be manpower, money and materials. In charge of meeting these requirements is Werner Beck, a German who directs of the supply division.

Beck provides logistic support and keeps the command supplied with necessary materials and maintenance services. He also provides spare parts, arranges for repairs for visiting fleet and MSC ships and works closely with the comptroller in making certain contractors are paid for their services.

"Most of our supply functions are routine," said Beck. "Sometimes we may run into fuel procurement

problems but they are usually easy to solve," he said.

Beck has been working for U.S. Forces for 30 years and has been with MSC since 1958. He and his wife have two children, a married daughter and a son who is a member of a German naval aviation unit.

In the far corner of the area command disbursing office is a woman who is often seen with her fingers racing over an adding machine. Mrs. Helga Nordmann is an accounting technician who maintains all pay records.

"My job involves handling financial correspondence, filing financial and disbursing reports, and handling military and civilian pay accounts," said Mrs. Nordmann.

Mrs. Nordmann, a German, has worked for the U.S. Government since 1946 and has been with MSC for about three years. She lives with her 19-year-old daughter in Bremerhaven.

These are only a few of the many Navy and civilian men and women who are linked together by a common mission, to move Department of Defense cargo to and from Europe. ⚓

Tesu Yamato

Ursula Pethke

Helga Nordmann

Capt. Thomas Kiefaber: "We Get the Job Done"

Capt. Thomas Kiefaber

Military Sealift Command operations in Europe support U.S. commitments for the defense of Europe. MSC, Eastern Atlantic and Mediterranean is field manager for the command headquarters in Washington and is intimately involved in support of overseas military forces.

"Our role is very important here. More than half the Department of Defense cargo moved worldwide by sea is within our geographic area of responsibility," said Capt. Thomas G. Kiefaber, Commander of Military Sealift Command, Eastern Atlantic and Mediterranean at Bremerhaven. "We also manage the MSC ships that support the Sixth Fleet in the Mediterranean. Right now that amounts to half of the fuel replenishment capability of the Sixth Fleet."

Captain Kiefaber's first assignment with MSC was in Thailand as officer in charge of MSC operations from 1965 to 1967. In 1971-72 he served in a comparable post with the MSC unit in DaNang, South Vietnam. In 1975 he was named Eastern Atlantic and Mediterranean acting chief of staff for operations and plans. After working for a year with U.S. commander in chief, Europe as an MSC representative, Captain Kiefaber became Eastern Atlantic and Mediterranean commander in July 1977.

"I think the most notable change in cargo operations since my first contact with MSC in 1965 has been the container revolution that has

taken place in the transportation industry. Containers give transporters the ability to provide door-to-door service. Boxes are spotted at a doorstep, loaded and hauled to a port, loaded aboard ship and moved across the ocean, loaded on another truck and delivered to the customer. This has revolutionized cargo hauling."

Eastern Atlantic and Mediterranean's area of operations basically coincides with that of the U.S. European Command. The area extends from African nations on the Mediterranean to the North Pole and from the eastern border of Iran to the sea approaching the United Kingdom, Europe and Africa. Eastern Atlantic and Mediterranean operations involve some 300 ports in more than 30 countries and support a half million defense employees and families.

"As part of our mission of planning for wartime expansion of military sealift, we have a definite commitment to NATO and the joint U.S. commands to assist in the development of reinforcement concepts," said Captain Kiefaber. "That is a very topical subject right now in light of Supreme Allied Command Europe's initiatives to assure rapid reinforcement of troops in Europe.

"Part of our mission is to help fulfill Defense Department nontransportation requirements by supporting oceanographic, hydrographic survey and range instrumentation ships. So I think we are a necessary element of the Military Sealift Command, in particular for the support of military forces based in the Mediterranean area. In this part of the world, MSC plays a key role in the implementation of U.S. national security policies," said Captain Kiefaber.

He foresees a continued U.S. commitment to NATO and anticipates an increased MSC role in Navy fleet support. To support its varied missions, Eastern Atlantic and Mediterranean has a subarea command in Naples, offices in London and Rotterdam, and an MSC representative in Stuttgart.

"I think a second significant change in MSC operations stems from our fleet support role," said Captain Kiefaber. "This is something that we were not into when I first came into MSC. But, it is growing rapidly. MSC operates 17 ships that formerly were crewed by U.S. Navy personnel. They now are manned by Civil Service mariners employed and controlled by MSC.

"One of the most satisfying aspects of my job is the opportunity to work with so many outstanding people," said Captain Kiefaber, "not only our military and civilian personnel, some of whom have been with MSC for more than 20 years, but also the shipping community in Europe. All are very competent people. They get the job done."

Captain Kiefaber had high praise for all of the military people who work in the transportation field, Army, Navy, Marine Corps, and Air Force. "That is what makes an assignment with MSC so interesting," he concluded. "In a sense we are rather like a business, a family business since we have common goals and a working relationship that extends beyond the office or ship. We support one another and a common cause, national security."

Eastern Atlantic and Mediterranean's Rotterdam office oversees U.S. military cargo shipped by Rhine River barges. Altogether, the MSC area command covers 20 million square miles.

Bremerhaven's Columbus Quay container terminal can handle more than 700,000 containers a year.

Bustling Bremerhaven 150 Years Young

The seaport of Bremerhaven, Germany, founded by Buergermeister Johann Smidt of Bremen in 1827, is 40 miles north of Bremen on the Weser River. With the North Sea on their doorstep Bremerhaven's 150,000 residents have a constant supply of clean, fresh air and front yard connections to the rest of the world.

In 1827, when the Weser threatened to silt up, the city of Bremen built Germany's first tide-free harbor in Bremerhaven. It was here that the German deep-sea fishing industry began.

American Forces Radio refers to Bremerhaven as "the gateway to Europe." It also is the most important port for the German fishing industry. Catches are made from the fishing banks of the North Sea, the Northwest Atlantic and South Africa. Half of the fish served on German tables has passed through Bremerhaven.

In 1830, the opening of what is now called the Old Harbor helped make Bremerhaven Germany's largest fishing port. After 1857, as headquarters of the North German Lloyd Shipping Co., Bremerhaven became a thriving passenger port. Its half-mile-long Columbus Quay could have been called "the quay of bitterness and tears" for it was there that thousands of emigrants said goodbye to friends and relatives. In 1854 alone, more than 75,000 emigrated to other countries.

Today, more than 130,000 cruise ship passengers pass through the quay each year. Gangways lead directly from the ships into Columbus Station, and from the balconies and windows people can watch the fascinating sight of huge liners maneuvering in and out of the harbor.

The port has excellent facilities including 11 modern dock basins for loading and unloading goods. It also has one of the biggest oil bunker stations on the continent.

The new goods terminal at the south end of Columbus Quay, has the capacity to turn over 700,000 containers each year and reinforces the leading position Bremerhaven has acquired because of its cargo

handling facilities. The terminal's more than one million square yards (850,000 square meters) is unequalled in the whole of Europe.

Shipbuilding is also an integral part of Bremerhaven's industry. The first shipyard was founded 140 years ago by a ship's carpenter, Rickmer Clasen Rickmers. Today the variety of ships built here is astounding. Fish factory ships, trawlers, freighters, tankers, tugs, deep-sea ferries, passenger ships and other special purpose vessels are just a few of the ships that are constructed in Bremerhaven shipyards.

Bremerhaven is a young energetic and creative city with its eye still fixed firmly on the future. Key fishing and shipbuilding industries and the massive container and passenger handling capabilities truly make Bremerhaven "the gateway to Europe."

That is a primary reason why Eastern Atlantic and Mediterranean, a subordinate command of the Navy's sealift operating agency, is located in the Bremerhaven area.

MSC, Eastern Atlantic and Mediterranean was established in January 1951 at Heidelberg, Germany.

Over the years, command offices and subordinate units in Europe have moved, been closed or consolidated, depending on military sealift requirements. Command headquarters is at Bremerhaven and a subarea command at Naples is responsible for the Mediterranean and Middle East regions. There also are offices in London and Rotterdam. Altogether, the MSC area command is responsible for military sealift in an area of more than 20 million square miles.

U.S. military organizations operating within that area are essentially consumers of MSC services. Inbound general cargo exceeds outbound cargo by 6 to 1. The MSC area command's major customer, U.S. Army, Europe, offers containerized household goods and general cargo for MSC booking. Depots in Germany require containers that match their shipping needs, and demand for container service continues to grow, largely because of the advantages it offers, greater security, reduction of cargo handling time and less damage.

The Eastern Atlantic and Mediterranean staff consists of 9 officers, 14 enlisted men, 5 U.S. civilian and 43 local nationals. This group is augmented by MSC representatives—Army and Air Force personnel—located in various ports where larger units are not required.

In recent years there have been dramatic changes in area command operations. Breakbulk service is being replaced by faster, cheaper and more secure roll-on, roll-off and container service.

The increase in containerized movement of cargo has been accompanied by a surge in paperwork demanded by the complexities of administering both the ocean and inland movement portions of MSC container agreements. As container service becomes more popular as its many advantages are realized, the administrative workload for MSC's European based area command increases in proportion.

The extent of the U.S. Government's commitment to NATO is illustrated by the half-million Americans who are living in the Eastern Atlantic and Mediterranean area under Government sponsorship.

Their needs, and the military requirements of the organizations they serve can be fulfilled by the Eastern Atlantic and Mediterranean area command only if it is in a position to

In the early 1960s many military families from Northern Europe embarked at Bremerhaven aboard Military Sealift Command ships for passage home.

This was a typical scene at Bremerhaven in the early 1960s when troops boarded MSC ships for return to the United States.

take full advantage of resources provided by the MSC controlled fleet and the U.S. and European maritime industries.

In Peacetime, emphasis is on effective management and orderly, effective and economical service to U.S. military organizations in Europe, and to the collective security organization of which they are a part.

In an emergency, however, emphasis would be on immediately responsive movement of cargo, supplies and equipment, a responsibility which is paramount in the MSC area command's peacetime operational and planning functions.

The large and complex tasks Eastern Atlantic and Mediterranean performs today would become bigger, more complex, more demanding and more important in an emergency. ⚓

Navy Journalist First Class Chris Christensen is from Mason City, Iowa. He entered the Navy in December 1966. While stationed in Okinawa he was editor of a monthly Navy magazine, the Keystone Log.

In 1973 he transferred to Stars and Stripes in Tokyo for training in photojournalism and returned to Okinawa as assistant bureau chief for Pacific Stars and Stripes.

He was awarded the photojournalist of the quarter award during the fourth quarter of 1975 by the Chief of Naval Information for his stories covering the nuclear task group visit to Northern Europe.

He also received the Secretary of the Navy Unit Commendation for his journalistic work during efforts to recover an F-14 Tomcat Navy fighter plane that plunged into the sea after crash landing aboard USS Enterprise.

Christensen is now a photojournalist with U.S. Naval Forces, Europe.

Port of Charleston Grows With the Times

By Don Welch

The 400-ton Monster is the strongest fixed crane on the U.S. East Coast.

Charleston has changed dramatically from her early Colonial days when sailing vessels carried naval stores to England. Today, large container ships ease quietly in and out of port. The containers hold a sophisticated array of goods that would have bewildered a colonialist, and would amaze even a citizen of today's world.

Charleston stepped into the container business early, before many ports recognized the bright future of containerization. More than a decade ago, the South Carolina State Ports Authority provided its first container facilities at Charleston. Sea-Land Service, Inc. was the first container line, in fact the only one existing at the time.

Containerization caught on and grew and the port of Charleston consistently expanded with or just ahead of the trends.

Today, Charleston is the top container port on the South Atlantic and Gulf Coast, from Norfolk to Houston. Container tonnage has grown 300 per cent in the last five years. In addition to Sea-Land, the port now services 11 other container lines on a regular basis.

These lines give Charleston full and frequent service to all parts of the world. Shippers are attracted to the port because of the efficient service, the varied routes available and the port's easy accessibility.

Charleston is known up and down the coast as the hardest working and fastest port available. Many ship owners prefer to have their ships call at Charleston because an efficient port saves them time, and time is money.

In addition to willing attitudes and extra effort of the employees, Charleston supports the shipper and the shipping line with first rate equipment. An abundance of specially built container cranes plucks off inbound boxes and replaces them with export boxes at top speed. Container handlers in the back-up areas stack boxes or load and unload truck chassis so that the cranes can keep working with no delays.

A large percentage of high-value cargo moves in containers because of the reduction in handling. Today Charleston ranks eleventh among 106 U.S. ports in dollar value of cargo moved in international trade. The port authority has made a concerted effort to achieve this status.

However, Charleston has not neglected its conventional cargo over the years. Breakbulk cargo listings occupy almost 50 per cent of the port's activity sheets. And breakbulk service is still expanding, although at a slower rate than container service. Because of space restrictions, the port has been selective in the types of cargo its trade specialists have developed.

Of growing importance in recent years has been power plant equipment and heavy machinery. The port is in a prime location for movement of this type cargo because it has the strongest fixed crane on the East Coast. The 400-ton, shear-leg crane attracts much business, both import and export. Nicknamed The Monster, it was built in 1972 at the port authority's Columbus Street terminal.

The port authority has three different port facilities in Charleston. Union Pier is nearest the mouth of Charleston Harbor. The 2,082-foot-long breakbulk facility recently underwent an $8.5 million expansion and modernization project. It is

equipped with a 125-ton gantry crane and a 90-ton truck crane and has ample open and closed storage areas.

Columbus Street terminal is the port's longest terminal at 3,875 feet. Two of its six berths are container berths. One is leased to a banana shipping line and the remainder are general cargo berths.

A little farther up river is the North Charleston terminal with paved storage space for 4,883 containers. In addition to its container berths, this terminal has a leased grain elevator and docking facility, breakbulk berth, fumigation chambers, a freezer locker and a meat inspection plant.

In addition to the major facilities at Charleston, the authority has terminals at Georgetown to the north and Port Royal to the south.

Charleston's leasing exports are textiles, chemicals, paper and heavy machinery. Major imports include semi-finished textile goods, metallic ores, wood veneer and consumer goods. Charleston is the major repository for Australia and New Zealand wool, meat and dairy products.

Trade through South Carolina ports breaks down to about 50 per cent with Europe, 30 per cent with the Far East and 20 per cent with other countries of the free world.

Total value of general cargo trade through South Carolina ports is estimated at more than $2 billion. About 60 per cent of this trade originates or terminates entirely within South Carolina. Forty per cent of total trade is from other states, Georgia, North Carolina, Tennessee and Kentucky in particular.

In recent years Charleston has become an export port. Approximately 65 per cent of the cargo handled is for export. The State Ports Authority has been awarded the Presidential E Award for excellence in exporting and for contributing toward a balance of trade for the United States.

To generate ever expanding accounts, the port authority has opened U.S. trade development offices in New York and Chicago. The authority also has foreign trade offices in Brussels, Hong Kong, Sydney and Tokyo. Port authority representatives in these strategic centers around the world can channel cargo to Charleston as well as find wider markets for domestic goods.

The major challenge facing the port of Charleston is one of space. Port authority terminals are hemmed in on all sides by the city or by businesses. To obtain room to grow the authority has purchased a 561-acre site on deep water across the harbor from current facilities.

The site is convenient to the open sea and offers an opportunity for construction of a modern facility. Approximately $56 million has been appropriated by the South Carolina General Assembly for construction of the first phase of the terminal.

Construction on four berths, approximately half container and half conventional cargo, will begin as soon as the authority receives a permit from the Army Corps of Engineers. The terminal will alleviate crowding at existing facilities and provide room for the many lines and industries which want to use the Port of Charleston.

At the time it appropriated the $56 million for new construction, the state government also awarded the authority $12 million for improvements to its existing terminals. These funds will allow all currently working Charleston facilities to be brought up to optimum operating condition.

With terminals newly built or expanded, the port authority will be in a position to better serve the state and nation. Currently the port provides 30,000 jobs and an economic return to South Carolina of more than $500,000 annually. The new terminal will mean 18,000 new jobs statewide and additional state revenues of $356 million.

The port authority was created 35 years ago as an economic tool for South Carolina, designed to create a positive economic atmosphere for industry and to provide a service to the people. The authority has fulfilled that purpose, and will continue to meet the needs of South Carolina and the United States. ⚓

Don Welch has served as executive director of the South Carolina State Ports Authority since the fall of 1971.

He graduated with a bachelor's degree in economics from the University of Florida in 1951 and earned a master's degree in transportation from the University of Tennessee in 1956.

He worked for five years as manager of transportation research for Humble Oil and Refining Co. in Houston and was corporate general manager of traffic for U.S. Plywood-Champion Papers, Inc. in Ohio for nine years before joining the South Carolina State Ports Authority.

Welch is director of the American Assn. of Ports Authorities and the International Assn. of Ports and Harbors.

It took seven years to build the 1,092-foot-long Eisenhower. Here it approaches Marias for refueling.

USNS Marias Rejoins 2nd Fleet

"Who says Labor Day is a holiday," quipped Capt. Paul Sinski, who recently took over as master of the MSC Atlantic oiler USNS Marias. But Sinski was not complaining. He was in fact boasting.

On Labor Day, September 5, Marias rendezvoused with the Navy carrier USS Forrestal outside Norfolk, Va. It was the Marias' first operation as a Second Fleet oiler after seven months in the Mediterranean servicing the Sixth Fleet.

During its sixth Fleet assignment, the Marias pumped more than 27 million gallons of fuel in 114 underway replenishments under the command of Capt. Walter Barkmann. Sinski took over from Barkmann on August 1 in Athens.

Sinski has commanded two other MSC, Atlantic oilers, the USNS Waccamaw and USNS Pawcatuck.

In addition to its Labor Day refueling assignment, Marias was given another task. It was the first oiler to replenish the Navy's newest carrier, the USS Dwight D. Eisenhower.

"The officers and crew are looking forward to working with the Second Fleet," Sinski said. "Of course, we are all happy to be close again to the good old U.S.A."

The last time Marias was assigned to the Second Fleet was from May 1976 to February 1977.

"Those Mediterranean ports may be exotic and romantic, but there is no place like home," Sinski said.

The nation's newest nuclear powered carrier Dwight D. Eisenhower receives her first underway replenishment during trials in the Atlantic. Pumping the fuel is the USNS Marias.

The carrier Forrestal receives fuel from the USNS Marias on Labor Day, September 5, marking its first underway replenishment as Second Fleet oiler after seven months servicing the Sixth Fleet.

Demetrio Lakas, President of Panama, is greeted by Norman Jolicoeur, master of USNS Chauvenet.

Photos by PH1 T. Lang

Panama President Lakas Tours USNS Chauvenet

"He is one of the warmest and friendliest visitors we have ever had aboard our ship," said Norman Jolicoeur, master of the USNS Chauvenet. The man who made such an impression on Jolicoeur is Demetrio Lakas, President of the Republic of Panama.

President Lakas visited the Chauvenet when the MSC research and charting ship was in the Panama Canal Zone August 24. Other guests were the U.S. Ambassador to Panama William Jordan and Paul C. Coroneos, Army Chief of the U.S. Military Group, Canal Zone.

The guests were welcomed aboard by MSC officers and by technicians and scientists of the Navy Oceanographic Office. Chauvenet is operated for that office which provides crews that carry out charting and research programs.

After dinner aboard the vessel, the guests were given a tour of the ship. President Lakas showed particular interest in the data gathering system, special winches and underwater oceanographic equipment.

"President Lakas didn't have any trouble understanding technical explanations of various pieces of equipment and how they work," explained Jolicoeur. "He studied engineering in the United States and he speaks fluent English."

Technical crews aboard Chauvenet have been mapping waters off the southern coast of Panama. Data gathered in mapping and charting operations is used by both Navy and merchant marine organizations in preparation of navigation aids, study of the oceans, and related areas. It also is shared with foreign nations, generally those adjacent to the mapped or charted ocean area.

President Lakas was shown the chart making systems, scientific gear used to gather sediment samples from the sea floor, photo labs and the data processing center.

"He is a delightful person," Jolicoeur said of Lakas. "We were supposed to be entertaining him but he ended up being the entertainer. He is an avid fisherman. He wanted to know what luck we were having catching fish during our spare time."

When President Lakas was told that the fishing could be better, he went to the charts and pointed out

areas where they could increase their catches.

After the president completed the tour, he invited MSC officers and oceanographic technicians to a dinner held the following week at the presidential palace.

"He took us on a grand tour of the palace and explained how the paintings depicted various stages of Panamanian history," Jolicoeur said.

Dinner was served in the grand salon of the palace. The large semicircle table at which the guests dined is usually reserved for high ranking dignitaries of other nations. Former Secretary of State Henry Kissinger was one of those guests.

President Lakas concluded the festivities by thanking his guests for the hospitality they showed him when he visited the Chauvenet.

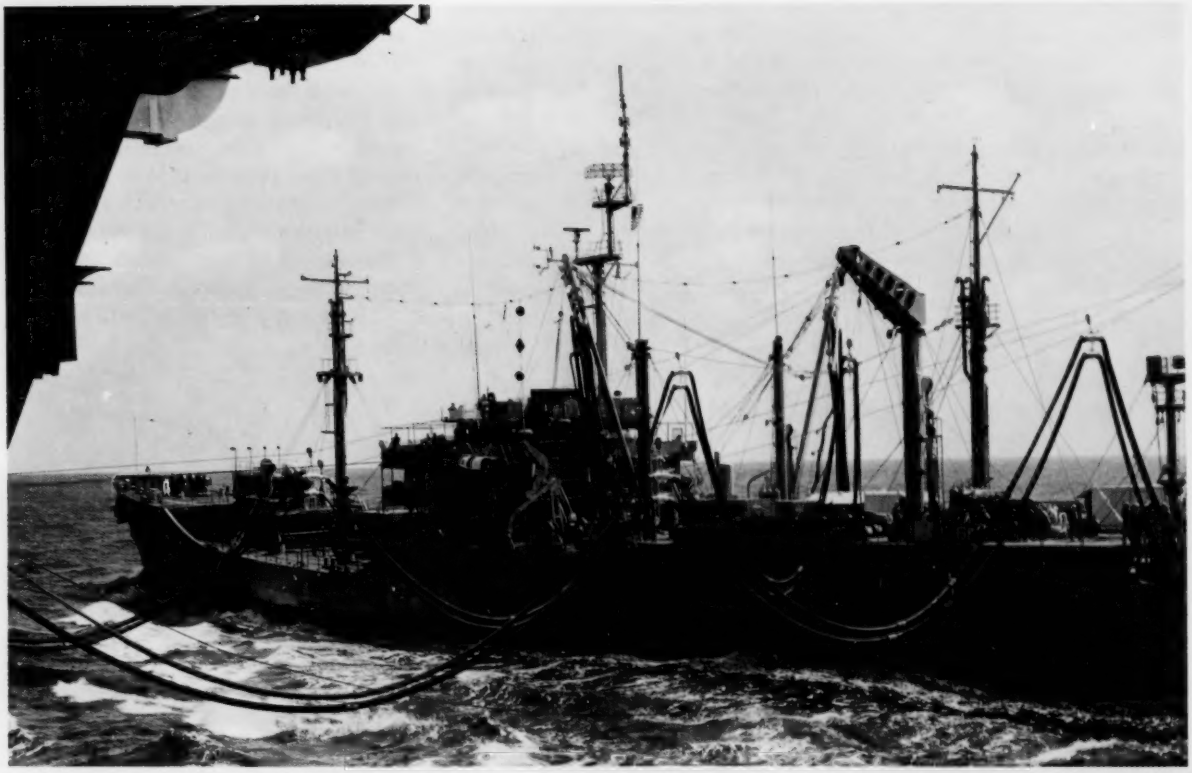
"He was very appreciative of the work we were doing in charting the Panamanian coast," said Jolicoeur who pointed out that the last charting of the Panamanian coast was in 1934.

Jolicoeur said President Lakas was convinced that the new charts would be a vast improvement over the old ones since in 1934 charting vessels had nothing approaching today's modern scientific equipment.

President Lakas presented each guest with a Panamanian silver medallion as a memento of the occasion. ⚓

Lt. Cmdr. Donald Puccini (left), head of the Oceanographic Unit Four aboard the Chauvenet, briefs Colonel Coroneos, President Lakas, Ambassador Jordan and Capt. Jolicoeur.

Capt. Jolicoeur (left) explains the electronic equipment on the bridge.



Two sets of hoses link the Military Sealift Command oiler USNS Marias and the Navy's newest carrier, the USS Dwight D. Eisenhower, in the Atlantic. Eisenhower crew was conducting sea trials before the October 18 commissioning. After seven months in the Mediterranean with the Sixth Fleet, Marias rejoined the Second Fleet, which operates in the Western Atlantic, in early September. See story and photo layout on page 20.

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